

GOVERNMENT OF THE DISTRICT OF COLUMBIA



Office of the Deputy Mayor for
Planning and Economic Development

Walter Reed
Local Redevelopment Authority

INSTRUCTIONS FOR COMPLETING NOTICE OF INTEREST

For the BRAC Installation at:

Walter Reed Army Medical Center

6900 Georgia Avenue, N.W.,
Washington, DC 20307

RESPONSES DUE FRIDAY MARCH 5, 2010 BY 3:00 PM EST



Issued by:
The Government of the District of Columbia
Walter Reed Local Redevelopment Authority

1350 Pennsylvania Ave NW Suite 317
Washington, D.C. 20004
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The Walter Reed Local Redevelopment Authority (“Redevelopment Authority”), an instrument of the Government of the District of Columbia (“District”) and administered by the Office of the Deputy Mayor for Planning and Economic Development (“ODMPED”), invites local government agencies, homeless assistance providers and other entities interested in obtaining property through a public benefit conveyance (collectively, “Respondents”) to submit a Notice of Interest (“NOI”) for consideration in the potential reuse of an approximately 62.5 acre portion of the Walter Reed Army Medical Center campus with the common address of 6900 Georgia Avenue, NW Washington, DC 20307 (“Walter Reed Surplus Site” or “Property”). As described more fully below, NOIs submitted by Respondents will be evaluated by the Redevelopment Authority in creating its redevelopment plan for the Walter Reed Surplus Site to be submitted to the U.S. Department of Housing and Urban Development as required under Sec. 2 of the Base Closure Community Redevelopment and Homeless Assistance Act of 1994 (Pub. L. 103-421) (“Redevelopment Plan”). The purpose of these Instructions for Completing Notice of Interest (“Instructions”) is to identify Respondents who have creative vision, demonstrated experience, and organizational and financial capacity for consideration by the Redevelopment Authority. NOIs are due by **Friday, March 5, 2010 at 3:00 PM EST.**

1 INTRODUCTION

Walter Reed General Hospital has been serving patients since May 1, 1909. The medical center, named in Major Walter Reed’s honor, was founded on principles that would integrate patient care, teaching and research. In nine decades, the hospital has grown to a vast medical complex, treating hundreds of thousands of patients. World War I saw the hospital’s capacity grow from 80 patient beds to 2,500 patient beds in a matter of months. Through World War II, the Korean War, and the Vietnam War, the facility treated hundreds of thousands of soldiers. Through the years, Walter Reed has added tenant institutions and facilities to its roster: Walter Reed Army Institute of Research, Armed Forces Institute of Pathology, Army Physical Disability Agency, and several smaller units. Walter Reed Army Medical Center (“WRAMC”) will continue to serve the military community until a complete transition of operations to Bethesda Naval Hospital can occur.

After the May 2005 Base Realignment and Closure announcement for the complete downsizing of the WRAMC, the U.S. General Services Administration and the U.S. Department of State submitted claims for the Property. However, on March 25, 2009, the State Department notified the Army of its intent to reduce the acreage of the site previously requested. Subsequently, on August 7, 2009, the Federal Government declared 62.5 acres on the main post as surplus property, thereby making it available to the Redevelopment Authority for redevelopment.

1.1 Purpose of NOIs:

The Redevelopment Authority invites highly qualified Respondents with experience in urban environments, and working with multiple federal and local government entities and community stakeholders to submit NOIs. The Redevelopment Authority intends to consider each NOI submitted. NOIs should comply with the requirements contained in Section 4 of these Instructions and be designed to incorporate the vision of the community and the goals and needs of the District.

1.2 Planning and Policy Context and Goals:

While each NOI will be evaluated using a standardized set of evaluation criteria, the NOIs shall take into consideration the following information to satisfy adopted public policy and planning documents, facilities requirements, community planning documents, and the District’s strategic plan to promote community development within the surrounding area of the Property, create jobs, and respect the history of the WRAMC.

- **“The Comprehensive Plan for the National Capital: District Elements, Chapter 22 – Rock Creek East Area Element”:** The District’s Comprehensive Plan outlines a series of public policy objectives for the entire city and on an area-basis. The policies were adopted by the District Council in December 2006 and will remain in effect for up to 20 years, unless amended with the approval of the D.C. Council. Chapter 22 of the Comprehensive Plan includes general provisions related to the future re-use of the Property.
- **Upper Georgia Avenue Great Streets Redevelopment Plan:** The District’s Office of Planning (“OP”) Upper Georgia Avenue Great Streets Redevelopment Plan (“Upper Georgia Avenue Plan”) contains provisions about the potential re-use of the Property if and when vacated by WRAMC. The Upper Georgia Avenue Plan does not

factor in the totality of the development potential, and it is a merely a set of general suggestions rather than a definitive road map. The goal of the Upper Georgia Avenue Plan was to create a strategic framework to guide growth and development along Georgia Avenue.

• **The Green Building Act of 2006:** The D.C. Council passed the Green Building Act of 2006 (D.C. Law 16-234; D.C. Official Code §§ 6-1451.01, et seq.; effective March 8, 2007), which requires certain construction projects to comply with green building standards. In addition to those requirements contained in the Green Building Act, while any type of environmentally sound innovative building technology may be proposed, the District is particularly interested in technologies that address the following:

- **Ecological Site Design:** On-site erosion control, water purification/pollution reduction, and stormwater management (bioswales, ecoroofs, stormwater filtration, etc.);
- **Transportation:** Promoting bicycle, pedestrian, and transit use;
- **Waste Reduction:** Building reuse, job site recycling, and efficient use of materials;
- **Sewer Management:** On-site management of sewage and organic wastes, such as graywater systems and biological wastewater treatment;
- **Energy Efficiency:** Efficient thermal envelopes, efficient space and water heating, lighting, controls and monitoring, and appliances;
- **Renewable energy:** Photovoltaics, geothermal pumps, wind turbines, micro-turbines, and fuel cells;
- **Efficient Water Use:** Water efficiency, both domestic and irrigation, including rainwater harvesting for irrigation and toilet flushing;
- **Materials and resources:**
 - Durable building envelopes and long-lived materials or assemblies;
 - Recycled-content materials;
 - FSC-certified woods;
 - Safer, less toxic materials, such as alternatives to CCA-treated wood; and
 - Innovative application of natural materials (characterized by low embodied energy, local availability, good performance, biodegradable, safe, esthetic) such as straw, earth, and other composites;
- **Air Quality:** Indoor environmental quality, pollution reduction, worker and occupant safety, air cleaning, humidity control, and thermal comfort; and
- **Operations and maintenance:**
 - Monitoring of energy, water, waste, air quality and transportation use; and
 - Resource-efficient building operations practices.

Additional information on these plans or the NOI can be obtained by contacting the Redevelopment Authority via email only at WalterReed.LRA@dc.gov.

2 SITE OVERVIEW

2.1 Physical Description:

The Walter Reed Surplus Site is located in an intensely urbanized area of northwest Washington, D.C., approximately 5 miles north of the White House. Generally, the Property is bordered by Rock Creek Park on the west and the neighborhoods of Shepherd Park on the north, Takoma Park on the east, and Brightwood on the south.

14th Street, Aspen Street, Georgia Avenue and Dahlia Street form the perimeter. The Property is improved with approximately 29 buildings comprising approximately 1.3 million square feet.

An aerial photograph and existing site map are included below:



The chart below identifies the existing buildings on the Walter Reed Surplus Site and describes the characteristics of each:

Available Building Characteristics					
Bldg No.	Name	SF	Year Built	# of Flrs	Wall Material
1	Admin Gen (Old Hosp)	55,414	1908	3	Brick

Available Building Characteristics					
Bldg No.	Name	SF	Year Built	# of Flrs	Wall Material
T2	Automatic Data Proc	58,054	1972	1	Steel
6	Hospital	69,900	1998	4	Brick
7	Medical Admin	50,635	1910	2	Brick
8	Family Housing General	7,594	1910	4	Brick
9	Family Housing General	7,302	1910	4	Brick
11	Admin Gen	130,083	1931	4	Brick
12	Provost Marshal Admin	16,638	1911	4	Brick
14	Enlisted Barracks	300,000	1976	6	Brick
15	High Pressure Boiler Plant	19,890	1918	2	Brick
16	Fac Eng Storehouse (DPW)	2,058	1920	1	Brick
17	Guest House	20,530	1920	2	Brick
18	Off Qtrs Civ (Walter Reed Inn)	34,325	1967	4	Brick
20	Officer Quarters Civ (Mologne House)	94,500	1997	3	Brick
T20	Admin Bldg General	33,440	1972	2	Steel
31	General Purpose Warehouse	2,160	1921	1	Brick
32	Physical Fitness Center	35,525	2002	1	Brick
38	Outpatient Clinic	9,933	1922	2	Brick
40	Admin and Research	276,182	1932	4	Brick
41	Morale Sup Off (Recreation Ctr)	43,574	1927	3	Brick
45	Bandstand	688	1941	1	Wood
48	Air Conditioning Plant Building	19,265	1961	3	Brick
49	Air Conditioning Plant Building	1,232	1976	1	Brick
82	Sill Develop Ctr / Auto Crafts	2,023	1942	1	Brick
83	Admin Bldg R&D	16,674	1944	2	Brick
84	Fac Eng Maint Shop (DPW Stor)	1,972	1942	1	Brick /Blk
90	Fire Station	5,963	1946	2	Brick
91	Hospital	9,591	1953	2	Brick
95	Switching Station Building	1,242	1962	1	Block

The Property is comprised of approximately 62.5 acres of land area. These figures are estimates sourced from the Walter Reed Army Medical Center Main Section Master Plan Revision Narrative Report from October 2002.¹

2.2 Property and Ownership Conditions:

The Redevelopment Authority makes no representations regarding the character or extent of soil or subsurface conditions or the conditions, existence, and location of utilities that may serve the Property. The Redevelopment Authority makes no representations as to environmental condition of the Property. Each Respondent is encouraged

¹ The 2002 Master Plan Revision was prepared by an independent third party under the direction of the US Army corps of Engineers and as such the District, ODMPED and the Redevelopment Authority do not confirm the validity of any information contained the report. All site specifications, zoning descriptions, etc. should be verified independently.

to conduct its own research and to draw its own conclusions concerning the conditions that may affect the Respondent's proposed use of the Property, or methods or cost of development. The Property is owned by the Department of Defense, Office of the United States Army and the District is currently seeking to gain redevelopment and disposal rights under the Defense Base Closure and Realignment Act of 1990 (Pub. L. 101-510), as amended.

2.3 **Property Characteristics:**

The current characteristics of the Property and its development envelope are described below:

<u>Description of Property:</u>	Address: 6900 Georgia Avenue, N.W. SQ/LOT: PAR 03190005 Ward(s) : 4 Ownership: United States of America Secretary of the Army Site Description: The Property is in the 6900 block of Georgia Avenue and situated between Aspen and Dahlia Streets, N.W. Value: TBD
<u>Characteristics of Property:</u>	Lot Size: Approximately 62.5 Acres Topography: The site drops off to the south with two low areas draining the site to the southwest into Rock Creek. These low areas roughly correspond to the alignment of 16 th Street and the westernmost segment. Exposure: Property has a visible location on Georgia Avenue between Aspen and Dahlia Streets, N.W. Access: <ul style="list-style-type: none"> • <u>Vehicular:</u> Georgia Avenue is the primary artery for the Property providing access from the north and south. Aspen Street is a two way west-east street providing bi-directional access. • <u>Public Transportation:</u> Takoma is the closest Metro Station and is approximately ¾ mile away. A number of bus lines have stops on or within walking distance of the Property. • <u>Pedestrian:</u> Crosswalks exist along the entrances at the Georgia Avenue intersections. Views: The scene at ground level will be typical for an urban location. Existing Structures: The Property is improved by 29 buildings.
<u>Planning & Zoning:</u>	Zoning District(s): Not zoned Planning and Policy Documents: <ul style="list-style-type: none"> • "The Comprehensive Plan for the National Capital: District Elements", Chapter 22 – Rock Creek East Area Element • "Upper Georgia Avenue Great Streets Redevelopment Plan" • The Green Building Act of 2006 Height and FAR: TBD

Respondents should review all applicable District of Columbia Zoning regulations while preparing their NOIs. Respondents must include in their NOIs plans consistent with the Comprehensive Plan. A Respondent must detail its zoning strategy which should be consistent with the Required Elements stated in section 4 and the Planning and Policy Documents.

Information regarding zoning may be obtained from the Office of Zoning website (www.dcoz.dc.gov).

3 STAKEHOLDER CONCERNS AND REQUIREMENTS

The Redevelopment Authority places significant emphasis on communicating with and obtaining input from key stakeholders, neighborhood groups, residents adjacent to the Property, and other interested citizens. Respondents are encouraged to work with established community organizations in the Property's vicinity, the Redevelopment Authority and other District agencies to solicit an appropriate level of public involvement.

Respondents are encouraged to address the concerns and goals expressed by the community and demonstrate creative ways to incorporate them in developing their NOIs. However, it is not the intent of the Redevelopment Authority to limit the scope of uses proposed for the Walter Reed Surplus Site. The Redevelopment Authority is open to all eligible mixes of uses both onsite and offsite.

4 REDEVELOPMENT PLAN OBJECTIVES:

The Redevelopment Authority's primary interest is to solicit quality NOIs from Respondents for consideration as part of the Redevelopment Authority's redevelopment plan to be submitted to the U.S. Department of Housing and Urban Development and the Department of Defense. Responses may include residential, commercial, public or program uses or a combination of these, as well as a request for funding of eligible established programs off site. It is the intention of the Redevelopment Authority to remain flexible in considering the NOIs.

4.1 Submission Procedures

- All NOIs shall:
 - be typed in 12-point font on 8½" x 11" standard letter-size white paper
 - have material on one (1) side only
 - be bound on the long side
 - have tabs to separate sections
 - not exceed 25 pages, not including credit references, LOIs, MOUs, renderings, Excel-based worksheets/models, tables, charts, etc.
 - submit material and data which is not specifically requested in an "Additional Data" section only, such as the following:
 - Standard brochures and pictures/photographs
 - Promotional material with minimal technical content
 - Generalized narrative of supplementary information
 - Supplementary graphic materials
- Respondent materials will not be returned.
- No telegraphic, telephonic, faxed or emailed responses, or modifications to a NOI will be accepted by the Redevelopment Authority. Each Respondent must submit ten (10) printed, bounded copies of its NOI to the Redevelopment Authority representative listed below by **3:00 PM EST on Friday, March 5, 2010**.

Eric D. Jenkins
Development Manager
Walter Reed Local Redevelopment Authority
Office of the Deputy Mayor for
Planning and Economic Development
The John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 317
Washington, D.C. 20004

- All questions concerning the meaning or intent of these Instructions should be directed in writing to WalterReed.LRA@dc.gov or, at the above noted address for a formal response.
- It is the sole responsibility of the Respondent to see that the NOI is received before the submission deadline. A Respondent shall bear all risks associated with delays in the United States Mail.

- While the Redevelopment Authority may enter into negotiations with a Respondent based on its NOI, these Instructions do not commit the Redevelopment Authority to select any NOI or to enter into negotiations with any Respondents. The Redevelopment Authority, in its sole discretion, reserves the right to reject any NOI it deems incomplete or unresponsive to the submission requirements, to amend these Instructions, or to reject all NOIs and re-issue additional Instructions at a later date.
- After review of one or more NOIs, the Redevelopment Authority, in its sole discretion, may request additional information from some or all Respondents.
- Team members may participate in submissions from more than one Respondent. If a Respondent wishes to change the composition of the proposed project team at any time in the selection process after it has submitted its NOI to the Redevelopment Authority, the Respondent must notify the Redevelopment Authority in writing. The Redevelopment Authority reserves the right to evaluate the proposed change to the project team and eliminate the Respondent from further consideration, in the Redevelopment Authority's sole discretion. The Redevelopment Authority will require similar notification and approval rights of any change to the project team following the award, if any.

4.2 Submission Requirements

Respondents shall address each item included in this Section in the order it is presented below and separate each item with tabs marked to indicate the section number. Respondents should include site plans, tables, charts, and any other applicable documents, to the extent possible.

Each NOI should include the following (as applicable):

4.2.1 Executive Summary

The Respondent shall provide a summary with a focus on the Respondent's vision. While the summary will not be a formal evaluation factor, it will be used as part of an integrated assessment of the Respondent's qualifications. In its executive summary, a Respondent shall address how the development will benefit the residents of the Property area and the District at large; articulate the Respondent's vision; describe how the project will be funded; shall discuss how well the project fits into the neighborhood fabric; and illustrate the synergies it will create for the surrounding neighborhoods.

4.2.2 Organizational Profile

A Respondent shall include:

- Respondent's legal name, address and telephone number of government entity or non-profit institution/agency;
- Project Team Information:
 - Name, address, telephone number, email address, and fax number for each project team member;
 - Each principal, partner, or entity that composes each team member and such team member's roles or titles within the entity comprising the Respondent;
 - Name, address, telephone number, fax number, and e-mail address of the representative authorized to act on behalf of the Respondent to complete purchase, and/or execute any lease or agreements. Attach a copy of the legal authority permitting these person(s) to complete such transactions a statement of their availability to respond to questions or requests for additional information;
 - Any personal or professional relationship among or between any members of the Respondent and any person working for, appointed to a position in, or elected to an office of the District or any

entity for which there may be a conflict of interest or the appearance of a conflict. The District, in its sole discretion, reserves the right to determine a conflict of interest or the appearance thereof;

- A list of the professionals the Respondent will be employing or retaining for this project. For each professional firm, Respondent should include a description of the staff capabilities, the resumes of all professional staff who will be working on this project, a description of their role on this project, and their past relevant experience;
 - Satisfactory evidence with respect to the Respondent and its team members that all tax liabilities and other government impositions are current and that there is no ongoing litigation in which the District is a party that relates to any team member as the Respondent or to any other entity or individual having a controlling interest in the entity (or entities) that comprise the Respondent (or, if such litigation exists, the name and civil action number of such litigation and a description of the subject matter of such litigation); and
 - A summary of experience working with community groups, institutions, or the District during the planning and development processes including a summary of the consensus-building process utilized to incorporate the community's input into a development plan.
- Statement regarding whether Respondent is a state, political sub-division of state or private non-profit, tax exempt organization under Section 501(c)(3) of the 1986 Internal Revenue Code. If Respondent is a private not-for-profit entity, attach a copy of the IRS recognition of its Section 501(c) (3) exemption status;
 - A copy of the document showing statutory or legal authority under which the Respondent is authorized by law to acquire and hold title to property or to lease property;
 - For Respondents other than public agencies:
 - A description of the organization, year founded and brief history, major accomplishments and organizational goals;
 - A listing of all principals in the organization and any proposed on-site program managers who would participate in management activities of any proposed program. Provide appropriate credentials, as well as a description of previous related experience; and
 - An organizational chart for the organization and a roster of the current Board of Directors.
 - A copy of current the By-laws and Articles of Incorporation as appropriate;

If the NOI is submitted on behalf of a collaborative group as a joint submittal, all entities that will participate in the project or program and/or intent to occupy the site, must submit the organizational information, program information, organizational capacity information and financial plan requested in the NOI.

- The NOI shall include a release, executed by the Executive Director or President of the Board of Directors that states:

The undersigned, (Executive Director or Board President) as the authorized representative of the organization, hereby provides its consent to the Walter Reed Local Redevelopment Authority to release to members of the Redevelopment Authority and the Redevelopment Authority Evaluation Subcommittees (who shall not further release the information to the general public), any information regarding the capacity of (Entity Name), the representative of the homeless, to carry out its program, a description of the organization, or its financial plan for implementing the program.

4.2.3 Proposed Program

A Respondent shall include:

- A complete description of the proposed project and programs.
 - Include in the description the proposed project and the programs to be provided. If you are proposing a combination activity, explain all aspects of these activities. If the project involves activities that will involve various user groups, describe all of the uses and estimates for percentage of time and space needs projected for use by each user group. If your project includes a community use which has more than one public service activity, then you must provide the approximate square footage that each program will take up within the facility and provide complete information for each of the following areas for each public service;
 - If your project is or includes provision of housing include the following:
 - Statement indicating whether the project provides permanent housing for the chronically homeless, last resort housing, transitional housing or ownership housing;
 - The level of affordability for rental or ownership housing;
 - Information on rental households who are paying more than 25% of their income for housing per 2000 Census Data;
 - Current Market Study or project waiting list; and
 - Proposed level of benefit of assistance for ownership or level of affordability for rental housing.
 - Environmental Clearance – Please indicate the anticipated level of National Environmental Policy Act (NEPA) environmental clearance.
- A detailed assessment of the need for the proposed program. In the case of homeless assistance programs, include an explanation of the homeless needs in the communities in the vicinity of the Property your project and programs will be fulfilling.
 - Problem Description – Describe the serious problem that exists if this project and/or program is not available and/or increased. Describe how the need for increased services was determined. Include a description of all other current facilities or programs in the region and identify issues that restrict their ability to address the problem;
 - Explain how and to what extent the proposed project and services will solve the problem.
 - Quantify the current and proposed levels of service and identify how many persons will be served. Include in your description any surveys of intended beneficiaries regarding their needs and the impacts of not having the project and programs; surveys or records of existing service levels and needs showing the number of people served and turned away (unmet demand) due to inadequate facilities or services;
 - Compare the proposed project and programs to the assessment of housing needs, including the needs of the homeless and identified resources and describe how the proposed project and programs will permanently reduce the needs of the community.
 - Specify the local priority projects that the proposed project will address; and
 - Include letters from law enforcement, mental health, and health and social services agencies describing the direct health and safety impact on the targeted group that results from the lack of services or facilities.
 - Include a statement that Respondent does not currently possess real estate suitable for the proposed program. Describe why this Property is suitable and or accessible for the proposed project and/or programs;
 - In the case of a homeless assistance program, provide a description of how the program will be coordinated with other homeless assistance programs in the communities in the vicinity of the Property;

- Provide a detailed timeline and description of the activities necessary to complete the proposed project and provision of services, shelter or housing.

4.2.4 Requirements Necessary to Carry out Program

A Respondent shall include:

- A narrative description of Respondent's requirements for the proposed project and programs including a description of the buildings and property that are necessary to carry out the proposed program;
- A statement indicating whether the Respondent is requesting a deed transfer of the Property, or a portion thereof, and whether the Respondent would agree to the Redevelopment Authority owning the Property and building(s) and leasing such properties to the Respondent at no cost;
- Indicate what land use and zoning requirements or entitlements are anticipated as necessary in order to implement the proposed project/program; and
- Fully describe any new construction or rehabilitation that is anticipated on the site necessary for program implementation.

4.2.5 Organizational Capacity

Provide evidence that the management team is capable of successfully developing and operating any proposed projects and programs. The Respondent must demonstrate a record of past performance and experience with similar projects and/or programs, viability, and financial and administrative solvency and stability based on the following:

- Identification of three (3) to five (5) relevant projects and/or programs that demonstrate the Respondent's (including team members') primary involvement in and leadership of implementing similar successful programs or projects to those proposed;
- A general description of past performance and experience operating similar programs to those proposed;
- A list of all projects/properties owned or managed (as applicable to the request) by the Respondent including:
 - Project name, location, address;
 - Contracting agency/company, if applicable;
 - Description of the project;
 - Number and type of units (emergency shelter, transitional housing, supportive housing, Single Room Occupancy (SRO) 1-4 Bedroom (BR), market, etc. and the type of assistance);
 - Supportive services provided at each site;
 - Photos demonstrating exterior and interior physical condition of buildings;
 - Audited financial statements for last two years on each site;
 - Respondent's role and responsibilities and structure of the project team, including joint venture description and/or documents, if applicable;
 - Period of performance;
 - Estimated and actual total development cost at time of award or start of the project;
 - Original estimated and actual completion date or current estimated completion date;
 - Years managed/owned. Name, address and telephone number of on-site manager;
 - Name and telephone number of persons familiar with the project who may provide performance letters of recommendation and respond to inquiries from the Redevelopment Authority; and
 - Illustrative materials that will help the Redevelopment Authority to evaluate the caliber, innovation and relevant experience of the development team.

In the case of homeless assistance providers, also provide the current number of units or beds assisting the homeless, or government subsidized low- and moderate-income units owned or managed and detailed information for at least

three programs/projects owned and/or managed.

- Plans for the expansion of the organization to meet an increased demand for services from the proposed programs. Identify any organizational adjustments needed for proposed programs including number of employees needed and job descriptions.
- Provide a list of management functions that will be staffed at the property or in buildings requested and whether those management functions will be provided by the Respondent or contracted out to a third party. If contracted out, please provide information regarding the selection process for those management services and how often a site manager will visit the property.
- For other than public agencies, the following information must be provided:
 - A full detailed and audited financial statement for the last two years (including, copies of tax returns for the last two fiscal years) of the organization's assets/reserves, liability, balances, make-up of current assets accounts receivable, balance of revenues and expenses and net worth. This report must include a balance sheet and income statement. If the Respondent is a partnership or joint venture, individual financial statements must be submitted for each general partner or joint venturer thereof. A full disclosure of whether any of the organization's officers, principals or partners have declared bankruptcy in the last five (5) years
 - A disclosure as to whether any of the organization's officers, principals or partners have been convicted of a felony in the last five (5) years and the nature of the conviction.
 - A minimum of five (5) business references including names, addresses, telephone numbers and the nature and magnitude of the business association in each instance. These references must be persons or firms with whom you have transacted business during the past five (5) years.
 - A minimum of five (5) financial references including names, addresses and telephone numbers in each instance. It is required that two (2) of the five (5) references be banks or savings and loan institutions; also indicate the type of relationship.
- Homeless providers of housing, emergency shelter and other non-housing programs must attach a management plan demonstrating the relevant experience and ability to manage the programs that includes the required information below as prescribed for each:

Technical Capacity Criteria	Housing	Emergency Shelter	Non-Housing
An affirmative marketing strategy including examples of marketing materials prepared by the organization's personnel, dealing specifically with the mission to provide homeless families with a residential family environment where self advancement and responsibility can be fostered within a prescribed program.	X		
An application screening procedure to determine tenant eligibility and certification of income, including methods for maintaining and periodically purging the waiting list, as well as disqualifying factors, including requirements that clients be drug free and sober while in the facility, and not have been previously convicted of assault, battery, possession for sale of controlled substances, burglary or weapons charges, or any other crimes against persons in the last five (5) years.	X		

Technical Capacity Criteria	Housing	Emergency Shelter	Non-Housing
Orientation procedures for new residents to the mission goals established.	X		
A method for linking specific social services and resources must be established.	X	X	X
Copy of a typical lease that would reflect the transitional aspects of the program.	X		
A procedure for enforcing the rules of the lease and any additional program standards of conduct including an eviction procedure.	X	X	
Where the homeless assistance program is based upon a charge to the individuals who use the facility, please provide the following: <ul style="list-style-type: none"> Rent collection procedures including policies regarding late payments and damage charges. Vacancy turnaround procedures. 	X		
Procedures for complete financial accounting and periodic reports. <ul style="list-style-type: none"> A formal accounting and financial reporting process will be required through contract with a Certified Public Accountant whereby monthly financial statements, bank reconciliations, and a review of accounting transactions are provided to the Redevelopment Authority on a monthly basis by an individual separate from program management. An organization must also contract with an independent accountant to provide audited financial statements on an annual basis. The treasurer of each organization shall countersign all check copies on a monthly basis in conjunction with approving the Financial Statement. This dual signature must occur after the checks are issued and represent an auditable expenditure review process. Documented financial controls and procedure policies must also be available/or developed which prescribe the standard methodology used in handling accounting transactions inclusive of cash receipts, accounts payable activities, journal vouchers, and internal bank and investment transfers. Such policies and procedures must acknowledge the scope of financial activities conducted by the organization. 	X	X	X
A property maintenance inspection program for buildings and units as applicable and grounds including a capital improvement program, purchasing, and inventory procedures.	X	X	X
Provisions for a security program.	X	X	X
A reporting system that will enable the community to evaluate the progress of the program on an annual basis.	X	X	X
Indicate whether resident support services will be provided both on-site and off-site.	X	X	
A screening procedure for acceptance of individuals into the program including eligibility criteria and disqualifying factors including the requirement for clients to be drug free and sober while in the facility and not previously convicted of assault, battery, possession for sale of controlled substance, burglary or weapon charges and all crimes against persons in last five (5) years.		X	

Technical Capacity Criteria	Housing	Emergency Shelter	Non-Housing
A typical agreement that would be signed by program client's setting forth standards of conduct and behavior including eviction procedures.		X	
Specific support services to be provided on-site and methods for creating linkages with other existing programs off-site.		X	

4.2.6 Financial Plan

Prepare a financial plan for the specific building, property and/or program requested which shall include:

- A description of the financial capacity of Respondent and its team members, including, but not limited to, audited financial statements (balance sheets, profit and loss statements, statements of cash flows);
- Include a proposed financing strategy for the project and or program from award to groundbreaking to occupancy to stabilization. Such strategy shall include sources and uses of funds and types of financing and investment and shall include sufficient detail to facilitate the selection panel's evaluation of the proposed financing strategy. Financing strategies shall include:
 - An estimate of proposed pre-development costs and statement of capacity to carry those costs, how those costs will be funded, and how such costs will be factored into the financing of the project or program;
 - Statement of the proposed financial structure, including penalties for lack of performance;
 - Satisfactory evidence of the Respondent's ability to secure financing for the project or program; and
 - A cash flow schedule that supports the entire development timeline.
- Include a MicroSoft Excel-based, fully-manipulable/functional pro-forma model with detailed underlying assumptions (submitted on CD in Excel) that estimates investment returns including, net present value, internal rate of return, return on equity and return on cost and includes a summary of the dollar per square foot breakdown of each development budget line item. The pro-forma must identify estimated costs associated with ensuring buildings and property that can be used for the proposed program. These costs shall include the cost of any needed construction to comply with local building codes, ADA requirements and to bring properties into conformance with design standards envisioned in the Redevelopment. The costs of any proposed improvement and costs associated with securing needed utility services. Soft costs such as architectural/engineering services, survey work, title services, legal services and government permit fees shall also be identified. In addition, any financing costs for said improvements shall be identified. A schedule for completion and financing of all improvements shall be provided;
- Include a five (5) year projected operating cash-flow analysis for the program which shall include:
 - Annual gross income (with sources of all income and revenue producing operations for the program identified); and
 - A complete breakdown of expenses (including, as applicable, vacancy costs, utility costs, maintenance costs, management fees, security costs, capital and operating reserves, salaries and benefits, insurance, real estate taxes, other expenses (postage, collections, training, supplies, etc.),

net operating income before debt service and depreciation, debt service, net operating income after debt service and depreciation.

- Provide a detailed statement of the source of anticipated funding to establish the program operations, including a statement that funds are currently available for expenditure to carry out the proposed program. If the proposed program contemplates major development costs and funds are not currently available, identify plans and sources of funds to carry out the proposed program and development that do not include funds from the District operating or capital budget (unless appropriated for such purpose on a multi-year basis) or unidentified Federal funding in the Respondent's funding plan.
- Indicate whether the Respondent is receiving federal or local grants or subsidies for programs they provide. If so, the percentage of total organization revenues relies on these grants; and
- Include financing and investment references. References must be prepared to discuss the nature and performance of the prior financing and investment relationships.

4.2.7 Selection Process and Selection Panel

- The Redevelopment Authority will determine, in its sole discretion, whether each NOI received in response to these Instructions is complete according to the guidelines set forth herein. For any NOI that is considered to be incomplete, the Redevelopment Authority will endeavor to provide notice to the Respondent in writing within ten (10) business days after the submission deadline. The decision of the Redevelopment Authority in this regard is final and will be explained to the Respondent, upon Respondent's written request.
- A selection panel will be established to review and evaluate the responses submitted. The selection panel may consult with the Redevelopment Authority consultants for technical assistance.
- Respondents shall present their NOIs to the selection panel and the community. The community may provide feedback to the selection panel for its consideration. The selection panel will evaluate each proposal based on standardized evaluation criteria:

NOI Evaluation Criteria	Total Points Available
<p align="center"><u>CATEGORY ONE:</u></p> <p><u>Organizational Profile and Capacity:</u> Does the Respondent have the legal authority to own or lease property? Have they provided a history, organizational profile, and information on tax-exempt status or government affiliation? Is there sufficient evidence that the proposed program will succeed based on past performance, finances, administrative capability, and stability?</p> <p><u>Previous Experience:</u> Does the Respondent have previous similar experience that demonstrates "proven track record" with its proposed plan?</p> <p><u>Comprehensive Plan:</u> Sustainable redevelopment, supported by a coordinated management plan. Are scheduled objectives reasonable and clearly defined? Does the NOI provide a reasonable staffing plan that is supported by funding? Are other aspects of the plan able to be supported over a long term?</p>	35
<p align="center"><u>CATEGORY TWO:</u></p> <p><u>Program Need/Community Benefit:</u> How well does the proposal meet a community need, either homeless-assistance needs and/or community and economic redevelopment needs? What is the current and projected demand for proposed use of the Property? Are there other agencies or facilities providing or able to provide the same service? Will the demand still exist in the future?</p>	20

NOI Evaluation Criteria	Total Points Available
<p align="center"><u>CATEGORY THREE:</u></p> <p><u>Financial Plan:</u> Sources and uses of available funding or revenue. Clear demonstration of financial backing to remain capitalized for program duration, with a demonstration of solvency over the last 5 years.</p> <p><u>Personal Property:</u> Does the Respondent have the means to acquire the necessary personal property such as office equipment, furniture, etc. needed to support the program defined in the NOI?</p>	35
<p align="center"><u>CATEGORY FOUR:</u></p> <p><u>Consistent with Prior Planning:</u> Is the NOI consistent with the appropriate Comprehensive Plan or any other existing housing, social service, community, economic, or other development plans?</p> <p><u>Compatibility:</u> It's possible the Redevelopment Plan could recommend a combination, or joint plan of two or more NOIs. Does the Respondent's NOI lend itself to integration with any of the other Respondents? Is there flexibility, or an approach that the Redevelopment Authority could take to assist with the integration? Are there off-site opportunities available for the proposed program?</p>	10
TOTAL SCORE	100

- The selection panel may request that one (1) or more Respondents modify their NOIs, provide additional information or provide a “best and final offer” for the selection panel’s review.

4.2.8 Selection Process Timetable

The selection process will follow the schedule outlined below. All responses must be submitted to the Redevelopment Authority by **February 24, 2010 at 5:00 PM EST.**

SELECTION PROCESS TIMETABLE (SUBJECT TO CHANGE)	
Issuance of NOI	September 7, 2009
NOI Workshop	November 13, 2009
NOI Due Date (at 3:00 PM ET)	March 5, 2010
Determination of Completeness of Responses	March 19, 2010
Respondent Interviews (if requested)	March 22-31, 2010
Best and Final Offers (if needed)	April 2, 2010
Community Meeting/Presentation (if requested)	April/May 2010
Selection of Respondent(s)	May/June 2010

4.2.9 NOI Workshop and Further Information

Any questions regarding this NOI should be submitted via e-mail only to WalterReed.LRA@dc.gov. Questions, the responses and other clarifications, will be posted on the Redevelopment Authority’s website (www.WalterReedLRA.dc.gov) following the NOI Workshop.

4.2.10 Reservation of Rights and Miscellaneous Provisions

4.2.10.1 Redevelopment Authority Reservations

- The Redevelopment Authority reserves the right to:

- Cancel or withdraw these Instructions prior to or after the submission deadline;
- Modify or issue clarifications to these Instructions prior to the submission deadline;
- Reject any NOI it deems incomplete or unresponsive to the submission requirements;
- Consider a NOI that is in noncompliance with the submission requirements;
- Reject all NOIs that are submitted under these Instructions; and
- Modify the deadline for submission of NOIs or other actions;

The Redevelopment Authority may exercise one or more of these rights, in its sole discretion, as it may deem necessary, appropriate, or beneficial to the District.

4.2.10.2 Notice of Modifications

The Redevelopment Authority will post on its website (www.WalterReedLRA.dc.gov) notices or information regarding cancellations, withdrawals, modifications to deadlines, and other modifications to these Instructions. Respondents are responsible for checking the website for any such notices and information, and the District shall have no duty to provide direct notice to Respondents.

4.2.10.3 Changes in Respondent Information

If information provided in a NOI changes (e.g., change or addition to any of the Respondent's team members or new financial information), then the Respondent shall provide updated information in the same format for the appropriate section of the NOI and the Redevelopment Authority will consider the modified submission. Respondents may not change the composition of their teams at any time without prior Redevelopment Authority approval, in its sole discretion.

4.2.10.4 Ownership and Use of Responses

All responses and materials submitted by the Respondent shall be the property of the District. The District may use any and all ideas in any proposal, whether the proposal is selected or rejected.

4.2.10.5 Restricted Communications

Respondents shall not communicate with Redevelopment Authority committees, staff or consultants about these Instructions or issues related to the NOI except as authorized herein.

4.2.10.6 Non-Binding

By submitting a NOI, each Respondent acknowledges that the Redevelopment Plan, and each legally binding agreement proposed thereunder, are subject to the approval of the U.S. Department of Housing and Urban Development. Further, each Respondent acknowledges that the selection by the Redevelopment Authority of a Respondent indicates only an intent by the Redevelopment Authority to negotiate a legally binding agreement with the Respondent and the selection does not (i) constitute a commitment by the Redevelopment Authority to execute any agreement with the Respondent or to submit Respondent's proposal as part of the Redevelopment Plan and (ii) confer onto Respondent any property right, interest or expectancy.

4.2.10.7 Confidentiality

Responses and all other information submitted in response to this NOI are subject to the District's Freedom of Information Act ("FOIA") under D.C. Official Code § 2-531 et seq., which generally mandates the disclosure of documents in the possession of the District upon the request of any person, unless the content of the document falls within a specific exemption category. An example of an exemption category is "trade secrets and commercial or financial information obtained from outside the government, to the extent that disclosure would result in substantial harm to the competitive position of the person from whom the information was obtained."

If a Respondent provides information that it believes is exempt from mandatory disclosure under FOIA ("exempt information"), the Respondent shall include the following legend on the title page of the submission:

THIS RESPONSE CONTAINS INFORMATION THAT IS EXEMPT FROM MANDATORY DISCLOSURE UNDER THE DISTRICT'S FREEDOM OF INFORMATION ACT ("FOIA").

In addition, on each page that contains information that the Respondent believes is exempt from mandatory disclosure under FOIA, the Respondent shall include the following separate legend:

THIS PAGE CONTAINS INFORMATION THAT IS EXEMPT FROM MANDATORY DISCLOSURE UNDER THE DISTRICT'S FREEDOM OF INFORMATION ACT ("FOIA").

On each such page, the Respondent shall also specify the exempt information and shall state the exemption category within which it believes the information falls.

ALTHOUGH THE REDEVELOPMENT AUTHORITY GENERALLY WILL ENDEAVOR NOT TO DISCLOSE INFORMATION DESIGNATED BY THE RESPONDENT AS EXEMPT INFORMATION, THE REDEVELOPMENT AUTHORITY WILL INDEPENDENTLY DETERMINE WHETHER THE INFORMATION DESIGNATED BY THE RESPONDENT INDEED IS EXEMPT FROM MANDATORY DISCLOSURE. MOREOVER, EXEMPT INFORMATION MAY BE DISCLOSED BY THE REDEVELOPMENT AUTHORITY, AT ITS DISCRETION, UNLESS OTHERWISE PROHIBITED BY LAW, AND THE DISTRICT SHALL HAVE NO LIABILITY RELATED TO SUCH DISCLOSURE.

4.2.10.8 Non-Liability

By participating in the NOI process, each Respondent agrees to hold the Redevelopment Authority, the District, and their officers, employees, agents, representatives, and consultants harmless from all claims, liabilities, and costs related to all aspects of these Instructions.

4.2.10.9 Other Limiting Conditions

- If at any time after the Redevelopment Authority selects a Respondent and the Respondent decides not to proceed, then the Respondent must notify the Redevelopment Authority in writing and provide reasons for its decision.
- The Respondent shall disclose all development management fees, general contracting fees, construction management fees, property management fees, and other fees that are paid to the Respondent or affiliated parties during the life of the project.
- The District is subject to various laws, rules, policies and agreements that impose legal and ethical constraints upon current and former District employees and consultants with regard to post-employment restrictions, vis-a-vis, such employee's or consultant's involvement in District-led projects. In particular, restrictions include:
 - All Respondents, its members, agents, or employees, are prohibited from: (i) making offers of employment, (ii) conducting any negotiations for employment, (iii) employing or, (iv) entering into contracts of any sort, with current employees, consultants, or contractors to the District, who are personally and substantially involved in any aspect of this Project whatsoever;
 - This Section shall apply to all Respondents during the conduct of the NOI process.

Required disclosures and notices notwithstanding, failure to comply with any obligation described in this Section may result in the Respondent's disqualification from consideration under the NOI process, the rescission of the Respondent's award, and/or termination of any agreement between the Respondent and the Redevelopment Authority.